

DoD Kickoff Ceremony Marks Start of Acquisition and Logistics Reform Week 2000

Embracing Change for the 21st Century Warfighter

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Rain and more rain greeted visitors to this year's Acquisition and Logistics Reform (ALR) Week Kickoff Ceremony at the Pentagon May 22. Because of the heavy downpour, Under Secretary of Defense for Acquisition, Technology and Logistics Dr. Jacques S. Gansler moved the ceremony from the Pentagon courtyard to the auditorium.

"We have been moving pretty well along with supercomputers in terms of being able to predict the weather, but not to be able to control it," he apologized. Joint Chiefs of Staff Chairman Army Gen. Henry H. Shelton noted that, "Rangers love the rain, but all the smart ones stay inside."

Despite the rain, a sizable crowd turned out for the ceremony, marking the gathering together of DoD and defense industry acquisition and logistics professionals for the opening of ALR Week 2000, May 22-26.

Gansler began the day's events by applauding the continued efforts and considerable improvements brought about by "a truly outstanding DoD acquisition workforce." He said that this year's theme, "Embracing Change for the 21st Century Warfighter" served to emphasize that, "Our warfighters have to have not only the best of traditional weapons, but the best of the new systems as well. And not only the best of the weapons, but also the best of the



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**—Army Gen. Henry H. Shelton
Chairman, Joint Chiefs of Staff**

logistics support. If we're going to do the job that's required, we can give them nothing less."

Joined by Shelton and Deputy Secretary of Defense Rudy de Leon, Gansler thanked the acquisition and logistics community and defense industry for recognizing the challenge of rapid changes. He also noted the speed of change in military operations, in weapons systems, in new threats, in new technologies, and in new industrial structures.

Preparation

ALR Week 2000 was preceded by a carefully orchestrated campaign of activity and preparation. Announcing ALR week in a January 24 memorandum, Gansler pointed out that although DoD has experienced many successes in acquisition and logistics reform, still much needs to be accomplished.

"Acquisition and Logistics Reform Week will enable us to further embrace the revolution in business affairs, and take the next step in providing better, faster, and less expensive products to customers," he said. His objective was that the DoD acquisition and logistics community cease their normal operations for one day and focus on reform.

Commanders and managers at all levels were in charge of planning and designing activities consistent with their particular needs. Such activities included discussions of lessons learned, panels,

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speeches, case studies, classes, and simulations.

The Defense Acquisition University Acquisition Reform Communications Center (ARCC) provided a supporting package of training materials. The ARCC training package, together with satellite broadcasts and other Service/Agency-hosted training events, supported DoD's policy of continuing acquisition education.

In addition, a newly designed ALR Week 2000 Web site at www.acq.osd.mil/alrweek2000 provided information on 42 government and industry exhibits, eight hardware displays, scheduled presentations, as well as a number of other ALR activities and training materials.

The Challenge is Change

Introducing the first speaker, Army Gen. Henry H. Shelton, Gansler quoted Shelton by saying, "Victory does not always go to the strongest military force, but to the one that can adapt to changing situations more rapidly." He also said that the aim of ARL Week 2000 was to stop and think about what else can be done, and how the process of change can be accelerated throughout the acquisition and logistics communities.

Responding to the theme of ARL Week 2000 Shelton said, "I think all understand that the national security challenges that we face in the twenty-first century and, most importantly, the lives of our troops demand a flexible, timely, and responsive acquisition system that supports the warfighter by reducing the cycle times and leveraging the very latest in technology." He also emphasized that developing a flexible and timely acquisition system was a daunting task.

Following Shelton, de Leon said, "We've moved from the courtyard into the auditorium, but it really doesn't change our focus much. We are here to talk about the criticality of Acquisition Reform. Indeed, the acquisition choices we make today will directly affect the military choices we can make tomorrow and for decades to come."



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**—Rudy de Leon
Deputy Secretary of Defense**

He also recognized last year's missions in Kosovo as remarkable achievements of the warfighters as well as the new technologies. DoD's acquisition world is changing rapidly, de Leon noted, and DoD acquisition personnel, methods, tools, and procedures must keep up with the globalization process.

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Next Steps

Following de Leon, Gansler spoke of cost as a major consideration in any attempt to reform DoD's acquisition system. "Our goal has been not only to produce and support the best for warfighters — the highest quality and highest performance — but to do it in such a way that cost is a major consideration in every aspect of our acquisition and logistics process," said Gansler. To achieve that goal, he named four initiatives DoD's acquisition community must undertake:

- Implementing the concept of affordability, concentrating on higher performance at lower cost, thus maximizing both savings and increases in performance.
- Strongly committing to reform of DoD's current logistics systems, from outdated systems to an integrated supply chain driven by modern informa-



2000 DAVID PACKARD EXCELLENCE

G A N S L E R H O N O R S T H R E E T E A M S

U.S. Army Medium Tactical Vehicle Replacement Program Team

The U.S. Army/U.S. Marine Corps team executed a cutting-edge acquisition strategy, realized lowered operating costs, achieved best value, and integrated commercial practices resulting in a real revolution in off-road mobility.



U.S. Marine Corps Weapons Systems MARK 46 Development Team

The Development Team is a world-class model, which exemplifies the use of Cost As an Independent Variable, Interoperability, and Integrated Product and Process Development to improve warfighter capability while significantly reducing total ownership cost.



IN ACQUISITION AWARD WINNERS

AT MAY 22 PENTAGON CEREMONY



National Reconnaissance Office Relay Satellite Team

The NRO's Relay Satellite Team delivered the last of a multiple satellite buy ahead of schedule and under budget. The new relay satellites will have eight times the capability of their predecessors. The relay team integrated commercial practices and new technologies to build the satellites faster, better, and cheaper. It also was among the first to use an earned value system of management and became the role model for other NRO programs.



tion technologies and a wide range of best business practices, meaning a true transformation of DoD's logistics operations.

- Recognizing how DoD's acquisition practices shape the structure, conduct, and performance of the defense industrial base, which will require examination of effectiveness and efficiency of defense industry in a global environment.
- Focusing on the DoD acquisition workforce, meaning training to acquire and maintain skills as well as gaining support and understanding of the new processes required to institutionalize Acquisition Reform.

During his 30-month period as Under Secretary of Defense for Acquisition, Technology and Logistics, Gansler said he had developed appreciation for the hard work of the entire acquisition and logistics workforce, their dedication, and their competence to revolutionize the new policies and procedures required to do business.

"DoD has become a world-class performer in this new world because you in the acquisition and logistics community are already world-class performers." Although a lot still needs to be done, he is confident of further ongoing success. "We owe it to the warfighters," he emphasized.

David Packard Award for Acquisition Excellence

This year Gansler honored three teams with the David Packard Award for Acquisition Excellence — DoD's highest acquisition award. The award is established to recognize DoD civilian and military members, organizations, groups, and teams who have made highly significant contributions that demonstrate exemplary innovation and best acquisition practices. The 2000 David Packard Award winners (shown on pp. 42-43) are:

- U.S. Army Medium Tactical Vehicle Replacement Program Team
- U.S. Marine Corps Weapons Systems MARK 46 Development Team
- National Reconnaissance Office Relay Satellite Team



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Under Secretary of Defense
(Acquisition, Technology & Logistics)**

De Leon praised the winning teams by saying that they blazed new trails with bold, innovative, and imaginative thinking, and that the achievements of the entire acquisition and logistics community remind us that DoD is on the right track. "The real risk," he said, "is that of standing still."

Also recognizing the 2000 Packard Award winners, Shelton said, "I'm very proud to be a part of a Department that is pursuing the improvements that we've seen in both speed as well as in reform ... My congratulations to all of the winners that are here today. You obviously have excelled in what I would call a world-class field of acquisition and logistics personnel and you, in the process, have made us better — and you've made us better faster."

Shelton said that DoD has been working very hard toward acquisition and logistics reform, to create world-class systems, to recognize the information technology content of the new systems, and to provide the flexibility to be more efficient and more effective.

DoD 5000 Series Rollout

Concluding the kickoff ceremony, Gansler encouraged the crowd to stay, view the exhibits, and hear the DoD 5000 Series Rollout briefing. He said that the new 5000 series introduces more flexibility into the acquisition process, recognizes the need for the rapid speed of change, recognizes the information technology content of these new systems, and essentially provides "... you in the acquisition and logistics community the flexibility that you need in order to do these jobs much more efficiently and effectively."

Ric Sylvester, Assistant Deputy Under Secretary of Defense for Systems Acquisition and Dr. Joe Ferrara, Deputy Director, Acquisition Systems Management briefed the rollout of the new DoD 5000.1 and 5000.2 series entitled, "The New Acquisition Model: DoD 5000." The new 5000 series revisions, they said, provide an acquisition framework that delivers advanced technology to the warfighters faster; reduces total ownership costs; and is more flexible and focused on interoperability, supportability, and affordability.

Much anticipated and well received, the presentation can be downloaded from the ALR 2000 Web site at www.acq.osd.mil/alrweek2000/.